



# **BOARD OF MANAGEMENT**

Meeting to be held

On 27 October 2020 by Teams

Agenda Number	Item	Presented By	Action Required: Decision, Discussion, For Noting
<b>BM.20.05.01</b>	(i) Resignations	C Fair	Noting
	(ii) Appointments		
<b>BM.20.05.02</b>	Apologies for Absence	C Fair	Noting
<b>BM.20.05.03</b>	Any Additional Declarations of Interest including specific items on this Agenda.	Chair	Noting
<b>BM.20.05.04</b>	Minutes of previous Board meetings:	Chair	Decision
	(i) Draft Minutes of Board Meeting held on 1 September 2020 *		
	(ii) Draft Minutes of Special Board meeting held on 29 September 2020*		
<b>BM.20.05.05</b>	Matters Arising from previous Board meetings:	Clerk	Noting
	(i) Matters Arising from Board Meeting held on 1 September 2020 *		
<b>BM.20.05.06</b>	Principal's Report – RESERVED *includes papers on		
	(i) Overview *	D Patterson	Discussion
	(ii) Student Recruitment and Enrolment update	C Newlands	Noting
	(iii) Strategic Planning	D Patterson	
	(iv) Draft Operational Plan 2020-21	D Patterson	Noting
	(v) KPI's		
	(vi) Moray Growth Deal *	D Patterson	Noting
	(vii) Update on Health and Safety	D Patterson D Duncan	
<b>BM.20.05.07</b>	Draft Minutes of Regional Strategic Committee 1 September 2020 *		Noting

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<b>BM.20.05.08</b>	Draft Minutes of UHI Court 23 September 2020 *		Noting
<b>BM.20.05.09</b>	Minutes of Committee Meetings		
	(i) Draft Minutes from F&GP meeting on 22 September 2020 *	M Easton	
	(ii) Draft Minutes from Audit Committee meeting on 6 October 2020*	J McLeman	
<b>BM.20.05.10</b>	Learning and Teaching – verbal update	N Yoxall	Noting
<b>BM.20.05.11</b>	Curriculum – verbal update	C Newlands	Noting
<b>BM.20.05.12</b>	Staffing reduction – consultation process - RESERVED	C Thomson/SLT	Discussion
<b>BM.20.05.13</b>	Emerging Issues	Chair	Discussion
	(i) Update on UHI	Chair	Noting/discussion
	(ii) Board Recruitment Update - verbal	C Fair	Noting
<b>BM.20.05.14</b>	HISA Update - verbal	HISA	Noting
<b>BM.20.05.15</b>	Date of next meeting – 15-12-2020	Clerk	Noting
<b>RESERVED ITEMS</b>			
<b>BM.20.05.16</b>	Reserved Minutes of Previous Board Meetings.	Chair	
	(i) Reserved Draft Minutes of Board Meeting 1 September 2020 *		Decision
	(ii) Reserved Draft Minutes from Special Board Meeting on 29 September 2020 *		
<b>BM.20.05.17</b>	Reserved Matters Arising/Actions from previous Board meetings:	Clerk	Noting
	(i) Reserved Matters Arising/Actions from Board Meeting 1 September 2020 *		
	(ii) Reserved Matters Arising/Actions from Special Board Meeting on 29 September 2020 *		
<b>BM.20.05.18</b>	Reserved Minutes from Committee Meetings		
	(i) Reserved Draft Minutes from F&GP Meeting on 22 September 2020 *	M Easton	

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	(ii)	Reserved Draft Minutes from Audit Committee Meeting on 6 October 2020 *	J McLeman	
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University of the  
Highlands and Islands  
Moray College

**BOARD OF MANAGEMENT**  
**Draft Minutes of Meeting held on**  
**Tuesday 1 September 2020**  
**At 1330 hours by Teams**

**Present:**

Peter Graham (Chair)	Rosemary McCormack
David Patterson	Caroline Webster
Murray Easton	Jessie McLeman
Kyle Gee (HISA)	Deborah Newton
Hermione Morris	Paul Mitchell
Dawn McKinstrey	Seonaid Mustard
Anne Campbell	

**In Attendance:**

Shelly McInnes	Derek Duncan
Chris Newlands	Nikki Yoxall
Carolyn Thomson	Cathie Fair

**Observing:**

Alistair Fowlie

Item		Action	Date
<b>BM.20.03.01</b>	<b>(i) Resignations</b>		
1.1	Resignations were received from: James Knowles Kelly Strachan		
	<b>(ii) Appointments</b>		
1.2	There were no new appointments but the Board welcomed El Melton's return from maternity leave.		
<b>BM.20.03.02</b>	<b>Apologies for Absence</b>		
2.1	Apologies had been received from: Jeremie Fernandes El Melton		
<b>BM.20.03.03</b>	<b>Any Additional Declarations of Interest including specific items on this Agenda</b>		
3.1	No additional declarations of interest were noted.		
<b>BM.20.03.04</b>	<b>Minutes of previous Board meetings</b>		
	<b>(i) Draft Minutes of Board Meeting held on 16 December 2019</b>		
4.1	Subject to a slight rewording of one item, the Minutes were accepted as an accurate record of the meeting. Proposed: Seonaid Mustard Seconded: Caroline Webster		

<b>BM.20.03.05</b>	<b>Draft Matters Arising/Action sheet from previous Board meetings;</b>		
	<b>(i) Matters Arising from Board meeting held on 23 June 2020</b>		
	The majority of actions were either completed apart from the following		
<b>5.1 Action</b>	<u>8.4</u> - Curriculum Analysis Report – Mrs Newlands to keep Board informed of future developments – to go to June Board meeting - Curriculum report had to be put on hold due to lockdown.	<b>Chris Newlands</b>	<b>When curriculum planning resumes.</b>
<b>BM.20.03.06</b>	<b>Principal's Report – includes papers on</b>		
	<b>(i) Overview - RESERVED</b>		
6.1	This item is reserved and the minute held in confidence.		
	<b>(ii) Plans for College Reopening</b>		
6.2.1	Appendix 1 had been circulated separately from the main board papers and included the Colleges response to a letter from the Minister. The staff have been exceptionally busy getting College ready for phase 1 of re-opening. There is a huge amount of innovative practice evident by course teams. 90% of induction will take place remotely. 20% of students is the maximum capacity across teaching initially. Most support services continue to work from home and will be kept under review.		
6.2.2	The Board questioned how they will receive ongoing assurances on this and it was noted there is an internal audit planned shortly. Ongoing assurance on H&S related issues will be through Staff Governance Committee.		
6.2.3	The Board questioned whether some of the current changes will become permanent in the longer term especially in relation to the use of the Estate and this is very likely.		
	<b>(iii) Student Recruitment and Enrolment</b>		
6.3.1	Chris Newlands' paper provided the Board with an update on the current recruitment and enrolment situation. It was noted that despite a very worrying start in June there has been a considerable improvement in the figures and this is attributed to the co-ordinated UHI marketing approach with significant local input from course teams, as well as other factors such as the rise in student attainment. The Board questioned whether College will hit its target and it was acknowledged that it will still be a stretch to hit the HE target.		

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Agenda item: BM.20.05.04

6.3.2	Some subsequent discussion took place on the SFC guidance that all FE full time programmes are reduced from 18 to 16 credit and the impact this will have on staff workload and student experience. The reasoning behind this was to free up staff time to allow the College to enable outstanding student work from 19/20 to be completed and to provide short part time courses to meet the expected demand to support economic recovery. 94% of students had been resulted last session. The Board acknowledged the tremendous effort by staff in relation to this who had demonstrated great ingenuity and responsiveness in difficult times.		
	<b>(iv) Draft Operational Plan 2020-21 – RESERVED</b>		
6.4	This element is reserved and the minute held in confidence.		
	<b>(v) Moray Growth Deal - RESERVED</b>		
6.5	This element is reserved and the minute held on confidence		
<b>BM.20.03.07</b>	<b>Draft Minutes of Regional Strategic Committee 5 May 2020</b>		
7.1	The minutes were circulated for noting. It was noted that the next Regional Strategic Committee was taking place today. The Board questioned whether there is some way of the underlying papers being made visible and Cathie to look into this.		
<b>Action</b>		<b>CF</b>	<b>ASAP</b>
<b>BM.20.03.08</b>	<b>Draft Minutes of UHI Court 17 June 2020</b>		
8.1	The Minutes were circulated for noting.		
<b>BM.20.03.09</b>	<b>Finance Update - RESERVED</b>		
9.1	This item is reserved and the minute held in confidence.		
<b>BM.20.03.10</b>	<b>Staffing - RESERVED</b>		
10.1	This item was deferred and will be considered at a special meeting arranged for 29-09-2020.		
<b>BM.20.03.11</b>	<b>Update on Health and Safety</b>		
11.1	A Health and Safety Committee is to be held next week. Derek provided the Board with an update on work currently being undertaken including the annual Fire Audit Report and Actions followed up. Brian Dundas the newly appointed HS&W Officer is currently working on this. Work on damage from lawnmower has now been completed and cladding reinstated. Work on roof damage from storm Brendan is planned shortly.		
<b>BM.20.03.12</b>	<b>Emerging Issues</b>		

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Agenda item: BM.20.05.04

	<b>(i) Update on Partnership Assembly</b>		
12.1	There was nothing new to report under this item although work continues to progress.		
	<b>(ii) Board of Management recruitment.</b>		
12.2	It was noted there are currently 3 vacancies on the Board of Management and interviews are scheduled to take place of 6 candidates on the 9 and 10 of September.		
	<b>(iii) Conclusions from Board Evaluation</b>		
12.3	The conclusions from the Board evaluation online survey was circulated for noting. The full report had been circulated with the June papers.		
	<b>(iv) Committee membership</b>		
12.4	Updated Committee membership had been circulated for noting. Of particular note was the fact that Anne Campbell has been appointed as Convenor of LTQC and Paul Mitchell as Senior Independent member of the Board.		
	<b>(v) Updated Annual Board Plan</b>		
12.5	An updated Board plan had been circulated for noting although an additional Board meeting had been added on 29 September and the F&GP meeting would also need to be rescheduled.		
	<b>(vi) Letter from Chairs and Principals re merging of UHI Colleges</b>		
12.6.1	A letter to all staff had been drafted which had already been sent to the Minister stating it is now the shared view of a number of Chairs of academic partners (Inverness College UHI, Moray College UHI, North Highland College UHI and West Highland College UHI) that further options for change across UHI must be considered if we are to move forward and address the ongoing and new challenges our partnership faces. The options included the possibility of shared posts, common services, more formal groupings and potential mergers. It was noted that some collaboration is already taking place of sharing services and posts.		
12.6.2	The Board considered whether a letter from the Chair and Principal should now be sent out to all staff and agreed that this should now be circulated without further delay.		

Draft Minutes of Board Meeting 1 September 2020  
Agenda item: BM.20.05.04

<b>Action</b>		<b>DP</b>	Immediate
<b>BM.20.03.13</b>	<b>HISA Report</b>		
13.1 <b>Action</b>	The HISA report will be circulated after the meeting.	<b>CF</b>	ASAP
<b>BM.20.03.14</b>	<b>Date of next meeting – 29 September 2020</b>		
<b>RESERVED ITEMS</b>			
<b>BM.20.03.15</b>	<b>Draft Reserved Minutes of Previous Board Meetings:</b>		
	<b>(i) Reserved Draft Minutes of Board Meeting held on 23 June 2020</b>		
15.1	This item is reserved and the minute held in confidence.		
<b>BM.20.02.16</b>	<b>Reserved Matters Arising/Actions from previous Board Meetings</b>		
	<b>(i) Draft Reserved Matters Arising of Board of Management meeting held on 23 June 2020</b>		
16.1	This item is reserved and the minute held in confidence.		





University of the  
Highlands and Islands  
Moray College

**BOARD OF MANAGEMENT**  
**Draft Minutes of Meeting held on**  
**Tuesday 29 September 2020**  
**At 1330 hours by Teams**

**Present:**

Peter Graham (Chair)	Rosemary McCormack
David Patterson	Caroline Webster
Murray Easton	Jessie McLeman
Kyle Gee (HISA)	Deborah Newton
Hermione Morris	Anne Campbell
(HISA)	Jeremie Fernandes
Dawn McKinstrey	

**In Attendance:**

Shelly McInnes	Derek Duncan
Chris Newlands	Nikki Yoxall
Cathie Fair	Eleanor Melton

Item		Action	Date
<b>BM.20.04.01</b>	<b>Resignations and Appointments</b>		
1.1	There were no resignations nor appointments.		
<b>BM.20.04.02</b>	<b>Apologies for Absence</b>		
2.1	Apologies were received from: <ul style="list-style-type: none"><li>• Seonaid Mustard</li><li>• Paul Mitchell</li><li>• Carolyn Thomson</li></ul>		
<b>BM.20.04.03</b>	<b>Any Additional Declarations of Interest including specific items on this Agenda</b>		
3.1	There were no additional declarations of interest.		
<b>BM.20.04.04</b>	<b>Date of Next Meeting – 27 October 2020</b>		
<b>RESERVED</b>			
<b>BM.20.04.05</b>	<b>Staffing Paper</b>		
5.1	This item is reserved and the Minute held in confidence.		

**Matters Arising/actions from Board Meeting 1 September 2020**  
**Agenda Item: BM.20.05.05**

ITEM		ACTION BY	DATE	Update
<b>BM.20.03.05</b>	<b>Draft Matters Arising/Action Sheet from Board meeting held on 16 December 2020</b>			
5.1	8.4 – Curriculum Analysis Report – Mrs Newlands to keep Board informed of future developments – to go to June Board Meeting – delayed due to Covid-19- Chris to follow up when available	<b>Mrs Newlands</b>	Carried forward	Remains outstanding
<b>BM.20.03.07</b>	<b>Draft Minutes of Regional Strategic Committee 5 May 2020</b>			
7.1	The Board questioned whether there is some way of the underlying papers being made visible and Cathie to look into this.	<b>CF</b>	ASAP	
<b>BM.20.03.12</b>	<b>Emerging Issues</b>			
	<b>(vi) Letter from Chairs and Principals re merging of UHI Colleges</b>			
12.6.2	The Board considered whether a letter from the Chair and Principal should now be sent out to all staff and agreed that this should now be circulated without further delay.	<b>DP</b>	Immediate	Completed
<b>BM.20.03.13</b>	<b>HISA Report</b>			
13.1 <b>Action</b>	The HISA report will be circulated after the meeting.	<b>CF</b>	ASAP	Completed

### Draft Operational Plan 2020/21

In response to the exceptional circumstances that we are working under, and in recognition of the exceptional pressure this puts on every level of staff, the proposed Operational Plan this year focuses almost exclusively on facing the existential financial crisis facing the college, and on the recovery and consolidation of previous business improvements.

KEY TASK	LEAD RESPONSIBILITY	DEADLINE	LINK TO STRATEGIC PLAN
<b>CURRICULUM</b>			
Ensure the fullest possible delivery of our planned curriculum with a particular focus on safety and efficiency of delivery.	Director of Curriculum and Academic Operations	June 2021	C.2, O.3, S.2
Plan for the 3-year recovery of HE enrolments to previous levels.	Director of Curriculum and Academic Operations	March 2021	C.1, C.2, P.1, P.2.
Ensure our curriculum is sufficiently flexible and responsive to be able to meet the expected demand for training to support economic recovery through upskilling and reskilling.	Director of Curriculum and Academic Operations	March 2021	C.1, C.3, P.2, S.1
Make a full contribution to the UHI Tertiary Curriculum Review and make changes to implement the revised planning process for 2021/22 session.	Director of Curriculum and Academic Operations	June 2021	C.1, C.3, P.3, S.1, S.2
<b>LEARNING AND TEACHING</b>			
Ensure the fullest possible delivery of our planned curriculum with a particular focus on safety and efficiency of delivery	Director of Learning and Teaching	June 2021	L.1, L.2, C.2

Maintain the quality improvements of our provision through continued oversight of our quality arrangements in a blended environment	Director of Learning and Teaching	June 2021	L.3
Plan for, and ensure, the adequacy of administrative and student support services with regards to any staffing reductions and/or restructuring of services.	Director of Information, Planning and Student Support	July 2021	(L.2)
<b>ORGANISATIONAL CULTURE</b>			
Prepare, plan for, and support the delivery of a staffing reduction process in response to the colleges financial, curriculum and support services plans	Director of HR and Organisational Development	July 2021	O.2
Support the progression of the outcomes of the staff survey SLWGs where possible and appropriate.	Director of HR and Organisational Development	Mar 2021	O.1
Support arrangements for the integration of the wellbeing aspects of the H, S and Wellbeing Officer role ensuring appropriate articulation with HR operations.	Director of HR and Organisational Development	Mar 2021	O.3
<b>PARTNERSHIP</b>			
Ensure the progress to agreed Programme Board schedules of the two college-led Moray Growth Deal projects.	Principal	March 2021	O.1, O.2, O.3
Maintain strategic oversight and input into UHI regional and wider sector developments	Principal	July 2021	O.2
<b>SUSTAINABILITY</b>			
Develop and a sustainable estates strategy which responds to key drivers including: Carbon reduction; Covid-19 impact on estates usage; and Condition survey response	Director of Information, Planning and Student Support	July 2021	S.2

Oversee the re-establishment of a sustainable FFR over 3 years	Director of Finance	July 2021	S.1
Oversee and facilitate the development of commercial income	Director of Finance	July 2021	S.1

## Moray College UHI KPI DashBoard

Strategic Aim					#	KPI	17/18	18/19	19/20	National Benchmark	Status RAG	20/21	Comments
C				S	1	<b>FE Funded Credits</b>							
						a. Target: Funded Volume of Credits.	18,907	18,807	18,807	n/a		19,148	See comments at end of DashBoard
						b. Actual: Total Credits delivered	18,978	19,162	17,702	n/a		13,560	
C				S	2	<b>HE Funded FTEs</b>							
						a. Target: Budgeted HE FTEs (RAMable)	930	935	940	n/a		858	New budget target agreed 29 September. Actual number is a college estimate.
						b. Actual: College Actual Delivered FTEs (RAMable only)	931	937	858	n/a		859	
C			P		3	<b>% of FE Credits delivered on STEM related courses</b>							
						a. Target: % Credits Delivered on STEM related Courses		30.2%	30.5%			30.8%	Calculated at year end
						b. Actual % of STEM credits as part of overall credits	29.2%	31.7%	32.6%	24.8%			
C			P	S	4	<b>Full Cost Recovery (FCR) Activity (£'000s)</b>							
						a. Target: FCR income as per FRP	371	366	403			500	Reported in Q1 accounts. Includes funded work to support economic recovery.
						b. Actual FCR Income	334	379	116	n/a			
C			P	S	5	<b>Modern Apprenticeship Activity</b>							
						a. Target: new college MA enrols (through UHI Hub)		40	45			43	Target changed to 43 through UHI bidding process. 12 in pipeline plus 5 in discussions
						b. Actual number of MA enrolments	32	36	37	n/a		4	
C			P	S	6	<b>Foundation Apprenticeship Activity</b>							
						a. Target: new Foundation Apprenticeship enrolments		30	50			60	No more enrolments planned for this year
						b. Actual new Foundation apprenticeship enrolments	26	29	63	n/a		43	
	L				7	<b>Student Retention (FE full-time)</b>							
						a. Target: FE Full Time Retention Rate %	75%	76%	76%			76%	Early withdrawals reduced year-on-year
						b. Actual FE Full Time Retention Rate %	75.5%	78.6%	82.8%	74.9%			
	L				8	<b>Student Retention (HE full-time)</b>							
						c. Target: HE Full Time Retention Rate %		80%	81%			82%	Early withdrawals reduced year-on-year
						d. Actual HE Full Time Retention Rate %	79.8%	78.2%	80.9%				
	L				9	<b>FE Attainment % FT</b>							
						a. Target: FE full-time Attainment %	65%	70%	70%			71%	19/20 from audited FES data but could still be altered by SFC prior to any publication
						b. Actual FE full-time Attainment %	69.0%	67.9%	74.3%	66.1%			
	L				10	<b>FE Attainment % (over 160 hours)</b>							
						c. Target: % Attainment on Courses of 160 Hours or More		76%	76%			77%	Not yet calculated
						d. Actual Attainment on Courses Lasting 160 Hours or More	74.9%	63.4%		68.3%			
	L				11	<b>Full Time FE Positive Destination Rate (of all qualifiers including unconfirmed)</b>							
						a. Target: FE Positive Destination Rate %		84.5%	85.0%			85.0%	18/19 data not yet published by SFC
						b. Actual FE Positive Destination Rate %	87.5%			85.4%			
	L				12	<b>Overall Student Satisfaction (FE) - from national SFC survey</b>							
						a. Target: College FT Learner Overall Satisfaction %		>92%	>92%			>93%	Surveyed in Semester 2 2021
						b. Actual SFC FT Student Satisfaction Survey Overall Satisfaction %	93.9%	92.6%	93.0%	92.1%			
	L				13	<b>Overall Student Satisfaction (HE) - Moray College scores with UHI results</b>							
						c. Target: NSS Survey Overall Satisfaction		84%	84%			85%	Surveyed in Semester 2 2021
						d. Actual NSS Survey Overall Satisfaction	83.0%	78.0%	83.8%	83.0%			
		O			14	<b>Understanding and implementation of the Core Values</b>							
						a. Target: Values (Staff Survey) Mean Score [0-5] Q3,4,5		3.7	n/a			3.8	Will not be measured in 2020/21
						b. Actual mean rating for Values	n/a	3.6		3.5			
		O			15	<b>Training and Development to support the performance of staff role</b>							
						a. Target: Training and Development - Mean Score [0-5] Q15,17,18		3.5	n/a			3.6	Will not be measured in 2020/21
						b. Actual mean rating for Training and Development	n/a	3.3		3.5			
		O			16	<b>Communication: contribution and involvement in decisions</b>							
						a. Target: Communication - Mean Score [0-5] Q63, 64, 66, 67		3.8	n/a			3.9	Will not be measured in 2020/21
						b. Actual mean rating for Communications	n/a	3.8		3.5			
		O			17	<b>College Staff Sickness/Absence % (vs public sector/NHS average)</b>							
						a. Target: maximum sickness/absence rate		3.2	3.2			3.2	August sickness absence rate
						b. Actual sickness/absence rate	2.7	2.7	2.5	<=4*		2.3	

C		P	18	% of Credits delivered on school Senior Phase Programmes							
				a. Target		4.2%	4.4%			4.5%	Reduced following the introduction of Foundation Apprentices
				b. Actual	3.8%	1.4%	2.4%				
C		P	19	% Credits delivered to schools' provision from S3 upwards							
				a. Target		13.9%	14.0%			14.2%	Calculated at Year End
				b. Actual	13.5%	13.9%	15.4%	5.0%			
			S	20	End of year Accounts surplus/(deficit) excl FRS102 Pension Adjustment						
					a. Target: Surplus/Deficit (FRP/FFR)	(240)	(100)	(120)		(320)	Includes impact of finalisation of HE income plus Covid-19
					b. Actual Surplus/(Deficit)	(185)	(252)	(272)	(548)		
			S	21	End of year Cash Balance						
					a. Target: Monthly cash balances at YE (FRP/FFR)	190	250	200	n/a	(70)	Includes impact of finalisation of HE income plus deferred clawback and capital expenditure management.
					b. Actual Cash balance at YE	294	80	165	n/a		

RAG rating relates to in-year 2020/21 performance against target or benchmark (where available)  
For previous years RAG refers to target and/or national average

	L	O	P	Y	FE Attainment % by Key Groups (Courses lasting 160 hours or more)						
					a. Gender: Male/Female Gap	7.9%		3.3%			Only gender figures are nationally reported for FE.
					b. BME Declared YES/NO Gap (not published for Moray)	n/a		n/a			Other categories only available as combined FE and HE.
					c. Disabled Declared: YES/NO Gap	-1.6%		n/a			BME and Care-experience figures are not published for Moray as the numbers are not significant (<50).
					d. Care Experienced Declared Yes/No Gap (not published for Moray)	n/a		n/a			

v.3

Further comments on FE and HE enrolments and retention (WD = withdrawals)

FE	<p>The college responded swiftly to very late notification from the SFC that they expected all FE full-time courses to be reduced from 18 credits to 16 credits this year creating an opportunity to support deferred achievement from last year, and reprioritise credits for short courses to upskill or reskill to support the economic recovery of our community. However, for session 20/21 our credit target is higher than it has ever been due to an additional 2000 credits awarded to the UHI region with no associated funding and for this year, and these credits have been proportionately distributed around academic partners.</p> <p>In the circumstances we find ourselves operating in, <b>it will be a challenge to achieve this credit target</b> and although SFC have made it clear they do not intend to claw back funding this year where under recruitment is related to the pandemic, the UHI region are planning a managed move of credit targets for 21/22 based on target achievement in previous years. This poses a significant risk to FE funding for 21/22 onwards, although the majority of UHI academic partners are in a similar position.</p>
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HE	<p>At this time of year, HE enrolments are estimated based on headcount and numbers should be viewed with some caution until students are entered onto their study modules and the credit and FTE position become available round about the middle of November. However, based on the enrolment reports on 16 October, the FE and HE headcount suggest an improved position on exactly the same time last year with the exception of HE PT. In FE there appears to be better retention, while in HE the retention is not quite as good.</p>
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Further Education figures

FE	FT	PT	FT WD	PT WD
20/21	709	952	7	2
19/20	677	902	9	11

funded Higher Education figures

HE	FT	PT	FT WD	PT WD
20/21	776	216	25	17
19/20	755	259	23	13

# Regional Strategy Committee (RSC)

01 September 2020, 11:00 to 14:30

Webex Teams: 143378345@uhi.webex.com

## Attendees

### Board members

Garry Coutts (Chair), Beverly Cluble (Vice-Chair), Michael Foxley (Vice-Chair), Crichton Lang, Fiona Larg, Blair Sandison, Andrew Campbell (Chair Argyll College UHI), Sarah Burton (Chair Inverness College UHI), Diana Murray, Brian Crichton (Chair Perth College UHI), Willie Printie, John Kemp, Niall McArthur, Lydia Rohmer, Gary Campbell, Max Brown, Bruce Robertson, Neil Simco, David Sandison, Florence Jansen, Fiona McLean, John Maher (- in part), Ali Jarvis (Meeting coach), David Robertson (- in part), Nicholas Oakley (Clerk)

## Meeting minutes

### 1. Welcome

 Agenda - 1 Sept 2020.pdf

#### 1.1. \*Welcome & apologies

The Chair opened the meeting and welcomed the members. There were no apologies recorded.

#### 1.2. \*Declarations of Interest

There were no declarations of interest reported.

#### 1.3. \*Notification of Any Other Competent Business

There was no other competent business reported.

### 2. \* Presentation - Information Security

David Robertson & John  
Maher

The Committee received a presentation from John Maher and David Robertson (Chief Information Security Officer) on the university's response to the public sector Cyber-Resilience Action plan. Members heard there had been a 500% increase in cyber attacks in the past year on further and higher education institutes. Members were then briefed on the 'three pillars' approach the organisation is taking, and the partnership's wider approach to addressing information security risks. Each partner has a common cyber security risk on their risk registers, and members were asked to consider whether each of their data governance, training, awareness and compliance approaches, including non-technical aspects such as physical security, working practices and cultural approaches, were in place and appropriate to meet the risks. There are resources for boards available and these will be circulated after the meeting to each AP chair (Action: John Maher). Information security risk group outputs will also be circulated across the partnership on an ongoing basis.

*[J Maher and D Robertson left the meeting.]*

### 3. Governance

#### 3.1. \*Minutes of the last meeting: held on 5 May 2020

Decision


The Committee **approved** the minutes of the meeting of 5 May 2020 as an accurate record.

 RSC1920-015 Minutes\_Regional Strategic Committee (RSC)\_050520.pdf

#### 3.2. \*Matters Arising

Information

The Committee **noted** the matters arising.

 RSC2021-001 20200825 RSC Matters Arising.pdf



### 3.3. \*Review of Delegated Decisions

There were no delegated decisions reported.

### 3.4. \*Feedback/Survey results following first RSC meeting

The Chair thanked members for completing the survey and the Committee **noted** the responses.

 RSC2021-002 Feedback Survey RSC - 599119(1)-1.pdf

Discussion

### 3.5. \*Meetings Coach

The Chair introduced Ali Jarvis as the RSC meeting coach, and explained that her role was to add value and achieve impact through a common frame of reference and elements of success as laid out in the paper. The Committee welcomed and **approved** the approach, and asked that the 'respectful dialogue' aspects also be reported upon under behaviour, culture and relationships.

 RSC2021-003 Meetings Coach.pdf

### 3.6. Shetland Merger

The Committee heard that the College Board is meeting soon. The Committee **noted** the position and paper.

 RSC2021-004 Shetland update.pdf

Information

Fiona Larg

### 3.7. Academic Partner Chairs: Summary of Chairs and Positions on University Committees

The Committee **noted** the paper without further discussion.

 RSC2021-005 APchairs UHlcommittees.pdf

Information

### 3.8. Options Appraisal: Potential Merger(s) of Academic Partners

John Kemp gave the Committee members an update on the options appraisal for potential merger(s) of Academic Partners. The Committee heard that no substantial resource had yet been committed to this, as it was still pending SFC and SG views, but the principals and chairs will be meeting to discuss the proposal.

Members **requested** that as much inclusive, internal dialogue be conducted as possible with as wide a group as possible (including currently non-participating boards/ Chairs).

HISA welcomed the move and the desire for an evidence-based approach to the options appraisal.

The Committee **endorsed** the proposed direction of travel and recognised that internal communications to be addressed through an open, aligned dialogue to ensure proper communication across the partnership. The Committee suggested that a focus on curriculum, rather than just governance arrangements, be at the forefront of discussions and encouraged as many discussions as possible take place, and wanted to be engaged in these discussions going forward.

 RSC2021-006 RSC alignment paper240820.pdf

John Kemp

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## 4. Monitoring Performance

#### 4.1. The Partnership Change Management Plan

The Committee received an update on the Change Management Plan from Max Brown. The plan will be a regular report to the Committee. Members heard that the response to Covid-19 has prompted excellent partnership working. The following was also noted in the subsequent discussion:

1. The biggest risk over the next 2-3 months was the necessity of critical decisions being made (e.g. shape of EO, RAM, curriculum planning), which is challenging without a clear steer on the endpoint from the partnership and without conducting these workstreams in parallel.
2. The finance workstream is delayed and progress is slow; and that a paper to FGPC on details of this is being prepared for FGPC's next meeting.
3. The RAM review is looking at both HE and FE funding.
4. The Executive Office (EO) evaluation is now complete, but a separate project (overseen by the same team) has now commenced and workstreams initiated, taken forward by the executive team in EO.

Members raised serious concerns about the finance workstream delays, and asked what actions were in place to get this back on track, especially as this was heavily emphasised at the last meeting of the RSC. Two issues were identified – there was limited/ no capacity for detailed work on what the service will do, and a lack of time to fully consult on implementation and especially seeking consent for this across the partnership.

The Committee reiterated their expectations that the consultation on the finance workstream be concluded and additional or new capacity be assigned as needed, and unanimous support for the finance workstream activity across the partnership sought. The Committee noted it was imperative to find the resource and increase the pace as partners are at real threat of making learner-facing redundancies and other extremely undesirable actions. The Committee therefore requested assurance and a detailed plan for action to bring this back on track.

Action: M Brown and J Kemp to take a paper on finance workstream to FGPC and this will be circulated to all members of the RSC and, with context, all AP chairs.

The Committee understood the exceptional circumstances and workload pressures due to coronavirus; however there was an expectation that an interim report (within six weeks) where these issues were reported on and resolved, including the level of buy-in from individual partners. If needed, an additional meeting could be convened (or an existing seminar meeting be repurposed) to discuss this further.

Action: An update report on progress on the finance workstream was requested before the next RSC meeting (J Kemp).

The Committee also requested reporting on the progress of the EO evaluation project workstreams be reported to RSC.

Action: Updates on Executive Office evaluation to be included in future reports to RSC (M Brown/ J Kemp).

 RSC2021-007 The Partnership Change Management plan update 1.pdf

#### 4.2. Performance Dashboard Report

Fiona Larg

The Committee **noted** the Performance Dashboard report. Lydia Rohmer gave members a verbal update on recruitment, reporting that the current status was one of acceptable risk being managed by the executive against metrics set to monitor what was a particularly dynamic recruitment situation.

Members discussed the level of detail on the report. It was noted that detailed reports supporting the dashboard were included in the reading room on AdminControl; and if any members have difficulties accessing these additional training could be provided.

Action: The Chair and Vice-Chairs would meet to further consider how the performance dashboard could be developed, including improved clarity of information coming to the committee.

 RSC2021-008 Performance Dashboard Report.pdf

#### 4.3. Economic Recovery Plans

Lydia Rohmer


The Committee received an update on the Economic Recovery Plans from Lydia Rohmer. The Committee welcomed the update and noted the constantly evolving position.

The Committee also recognised that there were multiple relationships and opportunities across the partnership, and that it was the partnership's role to identify and capitalise upon synergies and opportunities that the partnership is best placed to utilise. There was also a need to be fully diverse and mindful of the different geographical opportunities (e.g. Islands, Tayside) with as little duplication as possible, and appropriate representation in these key fora developing strategy and policy.

 RSC2021-009 Economic Recovery Aug2020.pdf

#### 4.4. Student Satisfaction Surveys

The Committee **noted** the paper without further discussion.

 RSC2021-010 Student Satisfaction Surveys.pdf

#### 4.5. Reserch Excellence Framework: Update

Neil Simco

The Committee received an update on the REF from Neil Simco. The Committee welcomed the update report and the good progress made.

 RSC2021-011 Research Excellence Framework update.pdf

#### 4.6. Islands Deal Update

Neil Simco

The Committee received an update on the Islands Deal from Neil Simco. The Committee welcomed the update report and the opportunities it presented for the region.

 RSC2021-012 Islands Deal Update.pdf

#### 4.7. Preparation of Strategic Plan 2020-2025 - Update

The Committee **noted** the paper without further discussion.

 RSC2021-013 Strategic Plan 0920.pdf

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### 5. Items for Next Meeting

#### 5.1. Curriculum Review - November 2020

#### 5.2. SIP/SDS and Regional Economic Recovery - for a seminar in October

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### 6. \*Any Other Business

There was no other business and the Chair closed the meeting at 13:50.

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### 7. Date of Next Meeting: 5 November 2020

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### 8. Post-Meeting Action Summary

1. Circulate cybersecurity/ cyber resilience resources for boards to the Chairs (Action: John Maher).
2. M Brown and J Kemp to take a paper on finance workstream to FGPC and this will be circulated to all members of the RSC and, with context, all AP chairs.
3. An update report on progress on the finance workstream was requested before the next RSC meeting (J Kemp).
4. Updates on EO evaluation to be included in future reports to RSC (M Brown/ J Kemp).
5. The Chair and Vice-Chairs would meet to further consider how the performance dashboard could be developed, including improved clarity of information coming to the committee.



# University of the Highlands and Islands

University Court

23 September 2020, 14:00 to 16:00

By VC Webex Teams

## Present

Garry Coutts (Chair), Crichton Lang (Interim Principal and Vice Chancellor), Fiona McLean (Vice Chair), Linda Kirkland, Willie Printie, Florence Jansen (HISA President), Rosemary McCormack, Anton Edwards, Andrea Robertson, Gareth Davies, David Sandison, Heidi May, Poonam Malik, Sarah Helps, Brian Crichton, Jack Shetata, Michael Foxley, Angus Campbell, Lesley A. Cole, Sara O'Hagan, Beverly Clubley (Observer), Fiona Larg (Chief Operating Officer & Secretary -in part), Neil Simco (Vice Principal Research & Impact), Gary Campbell (Vice Principal - Strategic Development), John Kemp (Vice Principal Further Education), Lydia Rohmer (Vice Principal - Tertiary), Stuart Gibb (Vice Principal - International), Niall McArthur (Director of Corporate Resources), Roger Sendall (Director of Corporate Governance), Max Brown (- in part)

## Meeting minutes

### 1. WELCOME & APOLOGIES

Court noted that Mr Campbell had been appointed to Court in accordance with a request from Highlands and Islands Enterprise (HIE) to replace Alistair Dodds who had now taken on a new role as Chair of HIE. The Court formally record its gratitude to Mr Dodds for his service to Court and to the work of the University's Audit Committee in particular.

 Court Agenda 23 September 2020.pdf

#### 1.1. Apologies

Apologies were received from Kirsty Macpherson and Malcolm Burr.

#### 1.2. Welcome new members

The Chair welcomed Angus Campbell, Flo Jansen, Jack Shetata and Bev Clubley to their first Court meeting.

#### 1.3. Declaration of Interest

The Chief Operating Officer & University Secretary declared an interest in agenda item 11.2

#### 1.4. Notification of other business

None additional. A request was made to discuss the University's response to the Black Lives Matter campaign, however, it was noted that this item was included for discussion within a broader initiative as reported within the matters arising report at section 2.2.

#### 1.5. Starring

- The Court agreed to consider agenda item 8.3 as reserved business (item 11.1).
- Items 4.1, 6.2, 7.1, 9.2, 9.3, 11.1 and 11.2 were each starred for discussion.
- It was noted the agenda issued in advance of the meeting included a reference to paper UC20-072 in relation to the University's Voluntary Severance Scheme. This paper had been intended as a late item, however, the paper had not been finalised to date. An update on progress with the VSS scheme to date was provided at section 2.4.5 and a verbal report would be provided at item 11.2.

## 2. MINUTES OF MEETINGS

## 2.1. Approval of the minutes of 17 June 2020


The minutes of the meeting held on 17th June 2020 were reviewed and approved.

 UC20-049 Minutes\_University Court\_170620.pdf

## 2.2. Matters Arising

Matters arising from the previous meeting were discussed. The following points were noted:

- #6 - The University in company with other HEIs had issued a formal statement and commitment to progress actions in support of the advancement of equality and diversity issues and public sector equality duties. It was noted that the Court would receive a presentation on this matter at its November meeting.
- #2 - New Academic Partnership Agreements - The Chief Operating Officer and University Secretary reported that the new agreements were in near final form. The University's lawyers were making a number of minor amendments to reflect current policy and practice in relation to intellectual property and references to data sharing information were being refreshed and presented separately as an appendix to provide greater flexibility in relation to possible future changes to data processing activity. It was anticipated that final documents would be ready for formal approval within a period of a few weeks.

 UC20-050 Matters and actions arising.pdf

## 2.3. Review of Delegated Decisions

None.

## 2.4. Minutes from Committees of Court since the last Court meeting:


### 2.4.1. Audit Committee - report, and minutes 27 August 2020

Court noted the minutes of the Audit Committee meeting held on 27th August 2020 and also reviewed a summary note provided by Mr Gribben the new co-opted independent Audit Committee Chair for members information.

The Chair of Court advised that the Audit Committee Chair had recently met with the Chair and Principal of Perth College UHI in an effort to seek agreement on the scope and progression of an independent review of culture and behaviour within the college. This review was an outstanding action within the colleges agreed action plan following recent internal and external audit investigations of college systems. It was noted that the meeting had been positive and that a timescale for completion of the review had been agreed.

Court recorded its thanks to Mr Gribben for agreeing to Chair the audit committee on an interim basis. It was noted that the University would seek to recruit a new member of Court with specific skills and experience relevant to serve as Chair of the Audit Committee in due course.

 UC20-051 UHI Audit Committee 27.08.20.pdf

 UC20-051a Minutes\_Audit Committee\_270820.pdf

### 2.4.2. Finance & General Purposes Committee: 8 May and 9 September 2020

The Chair of FGPC provided Court with a brief report in connection with a special meeting of FGPC committee held on 8th May 2020. Court noted that the meeting had been convened to consider a business case in relation to the merger of Shetland College with NAFC Marine Centre and a recommendation to implement a Voluntary Severance Scheme for all University staff. It was noted that the primary driver for the scheme was an identified need to conserve cash and to rapidly reduce controllable expenditure in the context of imminent financial challenges and uncertainty over future income streams as a result of an anticipated reduction in HE and FE student numbers in the context of the ongoing coronavirus pandemic and associated physical distancing regulations. Court noted that the committee had reviewed and approved the core elements of the Voluntary Severance policy documentation and had authorised management to finalise the documentation and to implement a voluntary severance scheme open to all University staff.


The Chair of FGPC also provided Court with a summary report in relation to the committee's most recent meeting held on 9th September 2020 at which the committee had received a presentation from the Vice Principal Further Education/Senior Advisor: Change Implementation and the University's Change Management Project Director in relation to progress and challenges with agreed financial management change actions. The following points were highlighted and discussed.

- The committee had expressed concern in relation to a lack of pace and slow progress with implementing changes to financial work streams including development of an aligned finance service, development of a new Resource Allocation Mechanism (RAM) and a Partnership Financial Recovery Strategy.
- The committee identified a need to refocus efforts and actions in accordance with delivering three key priorities; firstly to ensure that good and robust data was available upon which to make informed decisions; secondly to

implement common systems and methodology and third to implement a common/aligned finance service.

- The committee had requested proactive efforts from management to identify substantive additional budget savings in year to reduce the forecast deficit and to work towards delivering a sustainable financial model.

 UC20-052 Minutes\_Finance and General Purposes Committee\_080520.pdf

 UC20-052a Minutes\_Finance and General Purposes Committee (FGPC)\_090920.pdf

#### 2.4.3. Regional Strategy Committee - 1 September 2020

The Chair apologised for late circulation of the minutes of the Regional Strategy Committee held on 1st September 2020.

Court reviewed the minutes of the meeting and noted the following key discussion points and concerns that had been identified and discussed by the committee:

1. The Regional Strategy Committee concurred with FGPC in relation to the need to make decisions in accordance with robust data and Court encouraged all partners to share requested information timeously in an effort to develop core data sets and to increase the pace of implementing agreed actions.
2. The committee was concerned that delays in progressing agreed actions were partly due to a lack of financial resource and issues with capacity and competing priorities and had recommended that additional resource should be made available to support key strategic initiatives that would deliver efficiencies and facilitate required changes for the long term benefit of the University partnership.

 Minutes\_Regional Strategy Committee (RSC)\_010920.pdf

#### 2.4.4. Academic Council/Activity Report - 10 June 2020


Court noted the Academic Council Activity Report in relation to the meeting held on 10th June 2020. It was noted that the Academic Council was meeting again on 24th September and that the report from that meeting would be presented to Court in November. The Principal and Vice Chancellor advised that the membership of Academic Council was currently under review.

 UC20-054 AC Officers Report 10 June 20.pdf

#### 2.4.5. Remuneration Committee - 2nd and 16th September 2020

Court noted the minutes of the meetings held on 2nd and 16th September 2020.

 UC20-055 Minutes\_VSS - Rem Co Panel\_020920 redacted version.pdf

 UC20-055a Draft Minutes\_UHI Rem Co - VSS\_160920 (2).pdf

### 3. CHAIRMAN'S COMMENTS

The Chair provided Court with a summary of his main activities since the last meeting and an overview of the current challenges and issues facing the institution.

The following points were noted:

- Demands on staff are intense with many challenges beyond the control or direct influence of the University. In addition, many issues (as reflected in the papers for the meeting) are closely inter-related and this has created a complex, difficult and disjointed environment for decision making. Accordingly, the Chair identified a need to simplify reporting and he requested that the Principal work with senior management and the Partnership Council to develop a single crisis management report for consideration by Court at its next meeting.
- Good progress had been achieved in relation to progressing the recruitment process to appoint a new Principal and Vice Chancellor and the Chair thanked all those members who had assisted with this process. It was noted that the process was expected to be concluded within a fortnight.

#### 3.1. Quarterly Status Report

Court noted paper UC20-056 comprising the academic partner and University senior management status reports for the period 1st June - 31st August 2020.

 UC20-056 September 2020 SMT and AP quarterly report.pdf

### 3.2. Vice Chancellor's Report

Item 3.2 and 3.3 were considered together.

The Principal and Vice Chancellor provided Court with a verbal report in relation to his main activities and priorities over the past quarter which have been dominated by the crisis management agenda and leading the institution through the ongoing public health crisis.

The following points were noted:

- The University partnership is continuing to actively engage with its change management process in an effort to address financial sustainability and other organisational challenges that pre-date the pandemic, however, the current situation has created additional demands on staff time and available resources and all staff are busier than ever with many competing priorities, inevitably the pace of change has been slower than originally planned and there was an identified need to review priorities, to consolidate actions where possible and to re-focus attention on delivering actions that would provide the most benefit.
- The Principal and Vice Chancellor highlighted the huge amount of work and substantial demands on staff resulting from the current situation with staff working continually through the summer period to support current students, to result graduands, to maximise recruitment and to ensure business continuity at a level and with demands not experienced by the sector previously. The Principal explained that staff had performed exceptionally well in the circumstances and could not have done a better job.
- Significant uncertainty remains in relation to student recruitment and associated income streams for 2020/21. Early indications suggest that active applications for full-time HE programmes re slightly increased on 2019/20, however, it is not clear at present exactly how many of these applications will translate into enrolled students. Better data will be available after 30th September.
- The University does not yet have any clarity in relation to likely FE recruitment. Early data reports suggest that FE recruitment is substantially lower than the previous year across the entire college sector. Reliable FE recruitment data will not be available until October 2020.
- The Principal and Vice Chancellor then advised members that he had determined not to apply for the substantive post of Principal & Vice Chancellor in February 2020 due to personal and family commitments. He thanked Court and staff for supporting him in the role of Principal and confirmed that he remained fully committed to leading the institution until a new Principal was in post and to assisting the new Principal once appointed.


### 3.3. Crisis Management Action Plan

Court noted paper UC20-057.

 UC20-057 Crisis Management Action Plan update.pdf

#### 3.3.1. Minutes from the Special UHI Partnership meeting held on 1 July 2020

Court noted paper UC20-057a.

 UC20-057a Minutes\_Special UHI Partnership meeting - 1 July 2020\_010720.pdf

## 4. HIGHLANDS AND ISLANDS STUDENT'S ASSOCIATION

### 4.1. HISA Report

Court discussed paper UC20-058 provided by the President of HISA setting out a summary of progress and achievements made by the students' association during the last quarter. The following points were noted:

- Court was particularly pleased to note good levels of engagement and participation with online freshers activities.
- Digital poverty and connectivity issues for students studying from home remain an area of concern that may lead to increased withdrawals or drop out rates and HISA is pleased to be working with the University to try and address these issues.

 UC20-058 HISA Court Update Sept 20.pdf

## 5. COMMITTEES & MEMBERSHIP

### 5.1. Recruitment of new Principal & Vice Chancellor Update

Court noted paper UC20-059.



 UC20-059 recruitment update0920.pdf

## 5.2. Annual Effectiveness Review

Court noted paper UC20-060 regarding the intended process for conducting required annual effectiveness reviews of Court and senior committees.

 UC20-060 Effectiveness Review.pdf

## 5.3. Appointments to Assigned College Boards

Court homologated the decisions contained within UC20-061 relating to the appointments of independent members to the boards of assigned incorporated colleges.


 UC20-061 Board Appointments July 2020 NHC and PC-1.pdf

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## 6. STRATEGY & PLANNING

### 6.1. Outcomes from Recruitment and Engagement Project

Court noted paper UC20-062.

 UC20-062 200917 Summary of recruitment and engagement project\_Court.pdf

### 6.2. SFC Sectoral Review

Court discussed paper UC20-063 relating to the University partnership's response and inputs to the Scottish Funding Council Review of Coherent Provision and Sustainability. Court highlighted the need to proactively engage with the review and to promote the significant role and potential for the University partnership to deliver community and economic benefits for the region and for the nation that were wholly consistent with government objectives and to enhance the University's status as an anchor institution.

 UC20-063 SFC review 230920.pdf

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## 7. GOVERNANCE & RISK

### 7.1. Corporate Risk Register

Court noted paper UC20-064 providing a summary report of the University's common risks and associated mitigating actions.

 UC20-064 Risk Management Update (1).pdf

### 7.2. Partnership Records Management

Court endorsed the recommendations contained within paper UC20-064a outlining a proposal to develop and implement consistent tertiary partnership records management and disposal and retention policies throughout the University partnership.

 UC20-064a Partnership records management PC.pdf

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## 8. FINANCE AND PERFORMANCE

### 8.1. Academic Partner Financial Monitoring

Court considered paper UC20-065 and noted the challenging financial position and circumstances that were currently affecting the partnership.

Court noted that information relating to the cash balances held by the five incorporated colleges was at at March 2020 and therefore was of very limited use to Court in terms of understanding the current situation. Court requested that more recent or actual data be provided with future reports whenever possible.

 UC20-065 AP Finance Monitoring.pdf

Exit F Larg At 15:25

Enter N McArthur  
15:30

## 8.2. Financial Sustainability/University Budget Reforecast

Court noted paper UC20-066 providing an update on the University's 2020/21 budget and the savings that are currently being implemented and/or targeted in an effort to reduce the forecast deficit.

 UC20-066 - UHI budget reforecast 20-21.pdf

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## 9. ACADEMIC BUSINESS

### 9.1. Annual Quality report to SFC on institution-led review AY 2019-20

Court approved the annual report to the Scottish Funding Council in relation to the 2019/20 institution led subject and service review - paper UC20-068.

 UC20-068 SFC annual report AY19-20.pdf

### 9.2. National Student Survey Results 2020 (NSS) Summary report (full report in reading room)

Court noted the National Student Survey results for 2020 which unfortunately demonstrated an overall decrease in student satisfaction of 2.27% from 2019 results despite receiving increased scores in 12 of the 27 questions surveyed. It was noted that small cohorts of students meant that the University's percentage results were highly volatile. A more detailed analysis of the results highlighted areas of good and exceptional practice as well as areas that would require targeted enhancements.

 UC20-069 NSS Brief report 2020.pdf

### 9.3. Postgraduate Taught Experience Survey (PTES)

Court noted paper UC20-070 setting out a summary of actions that would be progressed to support enhancements in advance of the 2021 NSS and PTES surveys.

 UC20-070 NSS and PTES 2020 - Next Steps.pdf

### 9.4. Update on ELIR 2020

Court noted paper UC20-071.

 UC20-071 Staff update on ELIR Sept 2020.pdf

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## 10. DATE OF NEXT COURT MEETING

### 10.1. Next meeting confirmed for 25 November 2020

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## 11. RESERVED BUSINESS

### 11.1. Student Residences

Court considered three papers in connection with the management and operational challenges associated with the University's student residences at Inverness, Fort William, Elgin and Dornoch including forecast occupancy data, anticipated impacts on student income and current efforts intended to try to reduce exposure to under occupancy and reputational risks associated with potential poor service delivery by third party managers. It was noted that the risk of under occupancy in 20/21 had increased significantly as a result of the ongoing pandemic as a result of adjustments to curriculum delivery with more classes delivered online and with students choosing to study from home instead of in halls where physical distancing rules needed to be strictly applied.

 UC20-067a Residences update.pdf

 UC20-067b Student Residences Financial Report 19-20 and 20-21.pdf

 UC20-067c FGPC residences update 2020917.pdf

## 11.2. Voluntary Severance Scheme

The Chair of Court and the Chair of the Remuneration and Finance and General Purposes Committees provided Court with a verbal update in relation to progress with implementing a voluntary severance scheme for employees of the University and the discussions held at two meetings of the Remuneration Committee on 2nd and 16th September 2020. The following points were noted and agreed:

- Applications for voluntary severance had been invited and received from University staff in accordance with a published scheme deadline of 31st July 2020. The core requirements of the scheme had been approved by FGPC in May and the Remuneration Committee was identified as the committee responsible for reviewing and considering individual applications for severance in accordance with the remuneration policy and obligations contained within the University's financial memorandum with the Scottish Funding Council and governance codes.
- It was noted that the Remuneration Committee had not considered any individual applications to date, this was because the committee had determined that there would be a benefit in obtaining independent assurance from the University's lawyers and from internal audit to confirm that the scheme was legally compliant and that systems for the determination and payment of severance settlements were consistent with obligations contained within the University's financial memorandum. It was noted that this work was progressing and that a further committee meeting was scheduled for 30th September.
- Court noted that no specific savings target had been set or identified by Court or FGPC for the voluntary severance scheme. The scheme was open to all staff who are not on fixed term contracts for the purpose of identifying opportunities for voluntary severance in the context of uncertainty over 2020/21 student income as a means of rapidly reducing controllable costs. Accordingly, individual applications for severance would be considered and determined by the committee in accordance with an assessment of value for money with severance payments funded from reserves.
- Court heard that determination of individual applications for voluntary severance required careful consideration on the basis of no clear indication or target being set in relation to the amount of savings required and in the context of the ongoing Executive Office review process and development of the University's new strategic plan.

**Finance and General Purposes Committee  
Draft Minutes of Meeting held on  
Tuesday 22 September 2020 at 1000 by Skype**

**Present:**

Murray Easton (Convenor)	Rosemary McCormack
Peter Graham	Caroline Webster
David Patterson	

**In Attendance:**

Deborah Newton  
Shelly McInnes  
Derek Duncan  
Cathie Fair (Clerk)

Item		Action	Date
<b>F.20.04.01</b>	<b>(i) Resignations</b>		
3.1	<ul style="list-style-type: none"> <li>Jim Knowles has now resigned from the Board of Management and from the Finance Committee.</li> </ul>		
	<b>(ii) Appointments</b>		
3.2	<ul style="list-style-type: none"> <li>Hermione Morris (HISA) has been appointed to the Committee</li> </ul>		
<b>F.20.04.02</b>	<b>Apologies for Absence</b>		
3.1	Apologies were received from Eleanor Melton and Hermione Morris		
<b>F.20.04.03</b>	<b>Any Additional Declarations of Interest including specific items on this Agenda</b>		
3.1	There were no additional declarations of interest.		
<b>F.20.04.04</b>	<b>Draft Minutes of Finance and General Purposes Committee Meeting held on 9 June 2020</b>		
4.1	The minutes were accepted as a true record and approved by the Committee: Proposed: Rosemary McCormack Seconded: Caroline Webster		
<b>F.20.04.05</b>	<b>Matters Arising/Actions Sheet from F&amp;GP Meeting held on 9 June 2020.</b>		
5.1	All actions were either completed or were on the Agenda for discussion.		
<b>F.20.04.06</b>	<b>Provisional Results for 2019-20 - RESERVED</b>		
6.2	This item is reserved and the minute held in confidence.		
<b>F.20.04.07</b>	<b>2020-21 Budget Update - RESERVED</b>		

7.1	This item is reserved and the Minute held on confidence.		
<b>F.20.04.08</b>	<b>Estates Update</b>		
8.1	Derek presented an update on the status of Estates matters to the Committee. Of particular note was the fact that the UHI Estates consultancy tender work is now complete with 6 suppliers being appointed to the framework and this is a considerable improvement going forward. Also of note is the fact that the considerable reduction in space usage due to Covid-19 restrictions needs to be factored into estates work going forward.		
8.2	The Committee questioned backlog maintenance received in the current year and this was confirmed to be £600.		
Action	To keep Caroline Webster informed of maintenance workplan.	<b>DD</b>	<b>As required.</b>
8.3	The Committee asked for an update on the status of the insurance claim for the laundry fire. DD was able to confirm the Insurance company appeared to have settled the claim in June, although there had been some lack of communications from the Insurance company in relation to this. There is an apparent gap between College expectations and what was paid so this is likely to result in a dispute going forward.		
<b>F.20.04.09</b>	<b>Emerging Issues</b>		
	<b>(i) Aligned Finance Service update - RESERVED</b>		
9.1	This item is reserved and the minute held in confidence.		
<b>RESERVED ITEMS</b>			
<b>F.20.04.10</b>	<b>Draft Reserved Minutes of Finance and General Purposes Committee meeting held on 9 June 2020</b>		
10.1	This item is reserved and the minute held on confidence.		
<b>F.20.04.11</b>	<b>Reserved Matters Arising of Finance and General Purposes Committee meeting held on 9 June 2020</b>		
11.1	This item is reserved and the minute held in confidence.		
<b>F.20.04.12</b>	<b>AOB</b>		
	<b>(i) Moray Growth Deal</b>		

12.1	This item is reserved and the minute held on confidence.		
<b>F.20.04.13</b>	<b>Date of next meeting – 24 November 2020</b>		

**BOARD OF MANAGEMENT**

**Audit Committee  
Draft Minutes of Meeting  
held on  
Tuesday 6 October 2020  
at 1300 by Teams**

Present: Dr J McLeman Convener  
Mrs D Newton  
Mrs D McKinstrey  
Mr G Johnston  
Mr K Gee

In attendance: Ms S McInnes  
Mr S Reid EY – External Auditors  
Mr S Inglis MHA Henderson Loggie (HL), Internal Auditors  
Mr D Duncan  
Mrs C Fair Clerk

		<b>ACTION</b>	<b>DATE</b>
<b><i>A closed session with Committee members and Internal and External Auditors was held between 1300-1330</i></b>			
<b>A.20.03.01</b>	<b>Resignations and Appointments</b>		
1.1	There were no resignations nor appointments.		
<b>A.20.03.02</b>	<b>Apologies for Absence</b>		
2.1	Apologies were received from Grace Scanlin - EY		
<b>A.20.03.03</b>	<b>Any additional Declarations of Interest including specific items on Agenda</b>		
3.1	C Fair declared an interest in Agenda Item A.20.03.07 – GDPR Status Report.		
<b>A.20.3.04</b>	<b>Draft Minutes of Audit Committee meeting held on 19 May 2020</b>		
4.1	The minutes were accepted as a true and accurate record and approved by the Committee: Proposed: D Newton Seconded: G Johnston		
<b>A.20.03.05</b>	<b>Matters Arising/Action Sheet from meeting of Audit Committee held on 19 May 2020</b>		
	C Fair confirmed the status of the actions arising, the majority of which had been completed and closed or were on the Agenda for discussion. The following actions remain open:		
5.1	6.1.1 and 6.1.2 – To raise issue of risk register and reports not being user friendly – remains outstanding. Jessie to	<b>J McLeman</b>	Nov Audit Chairs' meeting

Agenda Item: A.20.4.04

		<b>ACTION</b>	<b>DATE</b>
5.1	raise at next UHI Audit Chairs' meeting in June 2020, and to write to Mr Sendall in any case. – This meeting was postponed to November and Jessie will raise then.		
5.2	6.2.1 - To suggest a Risk Workshop take place prior to June or Sept Board meeting – remains open. Jessie to speak to Peter. Following discussion, it was felt not to be appropriate to hold a Board Risk Workshop by Teams but to plan for one to be held by next summer 2021.	<b>J McLeman</b>	Remains open
5.3	5.4, 8.1.2 Paper on arrangements for monitoring and responding to official requests for information to be provided to Committee – remains open.	<b>S McInnes</b>	Feb 2021
5.4	11.1.2 – Review of Fraud Policy remains open – carry forward to February meeting. Needs to include reference to adoption of NFI reporting arrangements, the next NFI submission being due in 2021.	<b>S McInnes</b>	Feb 2021
5.5	5.8, 13.3 - Jessie to raise following issues at next meeting of Audit Chairs – remains outstanding. Audit Chairs meeting rescheduled for November 2020. <ul style="list-style-type: none"> <li>• UHI Whistleblowing reporting arrangements for students</li> <li>• Risk Register Reporting and MI</li> <li>• UHI shared approach to internal audit provision, including board effectiveness review.</li> </ul>	<b>J McLeman</b>	Nov Audit Chairs' meeting
<b>A.20.03.06</b>	<b>Risk Register</b>		
	<b>(i) Risk Register</b>		
6.1.1	An updated risk Register had been circulated for the Committee's attention and no new risks had been identified.		
6.1.2	The Committee questioned the College's assumptions on living with Covid-19. Derek explained that the general approach remains very fluid. College controls are significant with home working and students having very limited access to College campus. Realistically, these arrangements need to remain in place for the entire 2020-21 session. The Committee questioned how College is providing for the wellbeing of staff and students and the scoring on that in view of the assumptions. Derek explained a College Counsellor has been recruited to aid staff and students in this respect. He stressed that although some staff are finding it very challenging working from home, others are very comfortable with the arrangements. Health and Safety Monitors have been unable to perform their roles as effectively under the restrictions.		



		<b>ACTION</b>	<b>DATE</b>
6.1.3	<p>The Committee questioned the reduced scoring and the reasons behind this. It was suggested that further narrative would be helpful by way of explanation, but in view of the potential longer term effects, this could be considered further.</p> <p>Committee acknowledged the art of preparing a risk schedule is very challenging in the current situation.</p> <p>The Committee noted that the overall risk scores continue to remain very high as a consequence of the continuing Covid-19 situation, particularly with reference to the Board's overall risk appetite.</p>		
	<b>(ii) Guide for Audit and Risk Committees from Audit Scotland August 2020 in view of Covid-19 and matters arising</b>		
6.2.1	<p>The Guide for Audit and Risk Committees provided an overview of key issues for Audit Committees to consider during the Covid-19 pandemic, namely</p> <ul style="list-style-type: none"> <li>• Internal controls and assurance</li> <li>• Financial management and reporting</li> <li>• Governance</li> <li>• Risk Management.</li> </ul> <p>The Committee suggested that F&amp;GP revisits the Financial Controls Policy in view of some of the changes made to controls as a result of the revised way of working. and this policy be added to the Policy Review schedule for the year.</p> <p>Mr Reid offered examples of how other Colleges have managed the review of the Guide, namely by requesting a short commentary from management against each of the points raised by Audit Scotland.</p> <p>It was also noted that the risk areas may inform the internal audit plan.</p>		
<b>Action 6.2.1</b>	<p>It was requested that a review of each of the points in the Guide be undertaken by management with a brief noting of the position against each one, to provide assurance to the Committee and for presentation at the November meeting.</p> <p>Ms McInnes</p>	<b>S McInnes</b>	Nov Audit Committee meeting
<b>A.20.03.07</b>	<b>College Policies</b>		
	<b>(i) Update/summary on status of review of College Policies</b>		
7.1	<p>The Covid-19 response has slowed the pace of approvals but there was still progress to report as outlined in the update. The remaining policies for approval have been rescheduled through to the end of session 2021.</p>		

Agenda Item: A.20.4.04

		<b>ACTION</b>	<b>DATE</b>
	<p>The Committee asked that the Fraud Policy and the Financial Controls Policy be added to the schedule for AY2020-21.</p> <p>The Committee noted the proposed schedule for AY20-21 represents a reasonable response for this year in view of the pandemic, mindful of statutory and other requirements.</p>		
Action	To add the review of the Fraud Policy and the Financial Controls Policy to the schedule for AY 2020-21 and for the plan to be updated accordingly.	<b>D Duncan</b>	Immediate
7.1.2	The Committee was keen to ensure the College does not build up a similar backlog as previously, and will review the overall picture of the status of all policies and the plan for addressing the backlog .		
Action	A report to be provided on the status of all college policies and proposed review schedule, to be further reviewed in the new year.	<b>D Duncan</b>	Feb 2021
	<b>(ii) GDPR Status Report</b>		
7.2.1	The paper provided an update on GDPR compliance monitoring. It was noted that 5 data breaches had been identified with Covid-19 adjustments highlighted as a contributing factor in 3 of the 5 data breaches reported. One data breach was reported to the Information Commissioners Office (ICO) who have now responded to confirm there will be no further action required.		
7.2.2	There is clear evidence of staff awareness and reporting and taking positive actions. However, the change to home working and the increased reliance on e-mail has caused an increased risk. The Committee noted the need for continuing vigilance.		
7.2.3	A separate UHI group which Derek sits on is currently looking at IT risk management matters.		
Action	Derek to provide an update to the Committee on the review of IT risk matters.	<b>D Duncan</b>	When available
<b>A.20.03.08</b>	<b>Internal Audit</b>		
	<b>(i) Progress against Plan for AY 19/20</b>		
8.1	The Internal Audit Progress Report confirmed that all internal audits have now been completed other than the Student Support Funds, EMA and Credits Audits which are currently in the process of being finalised.		
	<b>Final Reports including:</b>		
	<b>(ii) Health and Safety Follow up Report</b>		
8.2.1	The main objective of the Health and Safety follow up report was to obtain reasonable assurance that the College		

		<b>ACTION</b>	<b>DATE</b>
	has implemented the recommendations in the previous internal audit report. The overall level of assurance of the report was Satisfactory. At the time of the audit a quarter of the checklist had been completed but this still represented a considerable improvement. Weaknesses identified VLE induction and training monitoring although now implemented; and the lack of new starters due to Covid-19 has meant that HR have not had the opportunity to formally monitor completion.		
<b>Action</b>	Copy of Report to Seonaid Mustard, Convenor of Staff Governance Committee.	<b>C Fair</b>	Immediate
	<b>(iii) Corporate Governance</b>		
8.3.1	The objective of the audit was to obtain reasonable assurance that the College complies with the principles of good governance as set out in the Code. The overall level of assurance was deemed to be Satisfactory. Strengths identified included the systems in place for the Board's annual self-assessment processes. The weakness identified related to the College's disclosure in relation to section 22 of the Code – financial and institutional sustainability.		
	<b>(iv) Workforce Planning</b>		
8.4	Although the objectives of this audit resulted in a mix of grades from Good to Satisfactory, the overall level of assurance was deemed to be Satisfactory. A recommendation was agreed to put in place a set of SMART objectives to monitor and report on the success of the current strategy.		
Action	Copy of Report to Seonaid Mustard, Convenor of Staff Governance Committee	<b>C Fair</b>	Immediate
	<b>(v) Quality Arrangements follow up Report</b>		
8.5	The report resulted in an overall level of assurance of Satisfactory with many strengths noted and high overall achievement levels. However, one weakness related to a regional database reporting tool to give staff access to a range of performance data, but that had stalled, and was now superseded by a planned Dashboard Reporting tool which is still a work in progress.		
Action	To copy report to Anne Campbell – Convenor of LTQC.	<b>C Fair</b>	Immediate
	<b>(vi) Business Continuity/Covid-19 Report</b>		
8.6	The report resulted in an overall grading of Good. It had largely focussed on the Covid-19 response. There were many strengths highlighted with no recommendations for improvement. The work undertaken at the College reflected good practice across the sector. The committee		

		<b>ACTION</b>	<b>DATE</b>
	noted that this was an exceptionally good report and was very heartening to read in the current circumstances.		
	<b>(vii) Status of Student Activity Data Report, Support Funds, EMA Return</b>		
8.7	Reports on Student Activity Data, Student Support Funds and EMA Return are in the stages of being finalised and will be presented to the November Audit along with the annual Internal Audit report and opinion.		
	<b>(viii) Handover to new Internal Audit Provider and preparation of Audit Plan for AY 19/20</b>		
8.8	Committee noted that SM had recently met with the new internal auditors and a proposal will come to the November Audit Committee meeting.		
<b>Action</b>	Proposal from new Internal auditors to come to November Audit meeting	<b>SM Internal Auditors</b>	24-11-2020
<b>A.20.03.09</b>	<b>Review of Audit Register</b>		
9.1	<p>A summary paper was circulated outlining current status, showing four outstanding internal audit recommendations each with proposed revised dates carried forward:</p> <ul style="list-style-type: none"> <li>• Risk Management RM.R4 revised completion date 31 March 2021</li> <li>• Health and Safety HS.R2 Revised completion date of 31 March 2021</li> <li>• Procurement PR.R2 and PR.R4 revised completion date 31 March 2021.</li> </ul> <p>In addition to the above, the outstanding actions from the previous student activity audits will be reviewed as part of this year's audit of those activities.</p>		
<b>A.20.03.10</b>	<b>External Audit</b>		
	<b>(i) Update on Status of External Audit</b>		
10.1	Use of the electronic portal and use of Microsoft Teams is allowing EY and the College to keep to timescales as planned. The Committee queried the likelihood of achieving the deadlines. While SFC have included some additional flexibility to February 2021 the plan is to keep to the agreed deadlines with fieldwork due to commence first week of November.		
<b>Action</b>	To flag up to the Committee any impacts on the external audit timetable. .	<b>S McInnes</b>	As required
	<b>(ii) Annual Audit Plan Addendum</b>		
10.2	EY provided the Committee with an Annual Audit Plan Addendum setting out the impact of Covid-19 on their planned scope and approach to the audit for 2019/20, in light of the significant impact of Covid-19 on the further		

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		<b>ACTION</b>	<b>DATE</b>
	<p>education sector and associated impact on the accounting arrangements and disclosure requirements. Mr Reid highlighted key points in the report. EY have reviewed their consideration of the overall materiality levels used for the audit and reduced that to £140,000 or 1%. The Addendum also sets out expectations of the impact on the financial statements, in particular narrative reporting; and reprioritisation in the wider scope work to focus on key areas of risk, and thus have increased focus on financial sustainability and wider scope dimensions on the impact of Covid-19. In terms of audit logistics, the expectation as noted above is that the timetable is broadly in line with original plan, use of remote working arrangements while maintaining the primacy of audit quality.</p> <p>The Committee noted the Addendum to the Annual Audit Plan.</p>		
<b>A.20.03.11</b>	<b>Review of Fraud matters</b>		
	<b>(i) Annual paper on Fraud</b>		
11.1	The paper confirmed SLT are unaware of any instances of fraud during 2019/20. They are also unaware of any instances of non-compliance with regards to relevant laws and regulations the College is due to comply with during 2019/20.		
Action	The Committee requested that the NFI template for reports on fraud matters be used for next year's report.	<b>S McInnes</b>	Oct 2021
11.2	Committee queried whether the Finance Team have to complete annual training on criminal matters under the Finance Act 2017..		
Action	SM to investigate.	<b>S McInnes</b>	Nov meeting
<b>A.20.03.12</b>	<b>Audit Committee Planning</b>		
	<b>(i) Committee of University Chairs, Audit Committee Code of Practice</b>		
12.1.1	The Audit Committee Code of Practice for the University Sector had been circulated earlier in the year and the Committee was asked for views on whether to adopt this approach as a matter of policy, as appropriate to the College.		
<b>Action</b>	Committee to review the Code of Practice further alongside current TORs and come back to the February meeting.	<b>Committee</b>	February 2021 meeting
	<b>(ii) Draft Amendments to TOR's circulated July 2020</b>		
12.2.1	To also review TORs in light of the Code of Practice. a.	<b>JMcL Committee</b>	February v meeting

		<b>ACTION</b>	<b>DATE</b>
	<b>(iii) Annual Report to the Board</b>		
12.3.1	The Annual Report to the Board will require to be drafted for the November Audit Committee.	<b>JMcL SM CF</b>	Nov meeting
<b>A.20.03.13</b>	<b>Emerging Issues</b>		
	<b>(i) Next UHI Audit Chairs meeting</b>		
<b>Action</b>	Next meeting of UHI Audit chairs takes place in November and Committee were asked to forward any items to be raised at this meeting.	<b>Committee</b>	By 10 November
13.1	DD suggested that risks associated with ICT security be raised and implications for audit.	<b>J McLeman</b>	
	<b>(ii) UHI Financial Services</b>		
13.2	UHI is planning to go ahead with plans for an aligned finance service and there is significant support in principle. An option for approval was proposed for 4 November 2020. However, Moray College had raised a number of concerns with the specifics of the proposal and produced a position paper which had gone to Principals, Chairs and FDs. Any changes to financial services arrangements will have implications for the Committee.		
<b>Action</b>	S Reid requested sight of this paper and SM to forward to EY	<b>S McInnes</b>	Immediate
	<b>(iii) Next Joint meeting of the Audit Committee/F&amp;GP</b>		
13.3	JMcL had discussed with Mr Easton the possibility of structuring the agenda of the joint meeting with the F&GP such that items requiring joint discussion are held early in the agenda. It was suggested that the Internal Audit Report for 19/20, the External Audit Report and the Annual Statutory Accounts are dealt with under the joint discussions and timetabled at the start accordingly. .		
<b>Action</b>	To arrange the agenda accordingly.	<b>J McLeman</b>	For 24-11-2020
<b>S Reid and S Inglis left the call at this point.</b>			
<b>RESERVED ITEMS</b>			
<b>A.20.03.14</b>	<b>Draft Reserved Minutes from Audit Committee held on 19 May 2020</b>		
14.1	This item is reserved and the minute held on confidence.		
<b>A.20.03.15</b>	<b>Draft Reserved Matters arising from Audit Committee held on 19 May 2020</b>		
15.1	This item is reserved and the minute held on confidence.		
<b>A.20.03.16</b>	<b>Draft Response to EY's letter to those charged with Governance.</b>		
16.1	This item is reserved and the minute held in confidence.		
<b>A 20.03.17</b>	<b>Date of Next Meeting – 24 November 2020</b>		

# HISA Moray July – October 2020 *Internal Report*

## Introduction

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On Wednesday 1st July 2020, the new HISA Moray Depute President of Activities and Welfare Hermione Morris joined returning officer Kyle Gee, HISA Moray Depute President of Education, as part of the HISA Moray team. They have been voted by Moray College UHI students into their electoral roles until the 30th June 2021.

## HISA Moray Online Freshers 2020

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Due to the national lockdown, Moray College UHI's normal Freshers events were cancelled. In collaboration with Moray College's Marketing team, HISA Moray provided an alternative online Freshers for a week from the 14<sup>th</sup> to the 18<sup>th</sup> of September for students to attend.

Below, we have highlighted some key statistics from the Online Freshers week:

In total, we had **32 different students** attend our events.

Our most popular event was the first Q & A session on Monday, with **seven students attending the session**.

The most frequent question that was asked during the daily Q & A sessions throughout the week was "**When will the college fully re-open?**" – for many of the students that asked this question, the recurring theme was their general dissatisfaction with online teaching and wished to return to 'normal' on-campus teaching.

The full list of our events is can be found at the end of this document.

# Improvements for next Online Freshers

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Considering the current situation of the COVID-19 pandemic, it may be likely that in the next academic year that Freshers events cannot be held in a physical space on campus.

HISA Moray would love to hear feedback on how to improve Online Freshers next academic year, not just to improve the Online Freshers experience but also to improve all our online events in future.

One of the areas of improvement for a possible Online Freshers next academic year is to have more events after 5 pm, as some students have said to us that they cannot make the events during classes or work commitments from 9 am to 5 pm.

HISA Moray hopes to gather as much student feedback as we can on our Online Freshers, as we want to make it as an enjoyable and useful experience for students as we can.

## Class Representatives

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With the required change for nearly all courses to be taught purely online this year, it is ever more vital for there to be Class Reps to gather student feedback on student's online learning experiences this academic year.

HISA Moray has been recently recruiting for Class Representatives for this academic year of 2020-21, with a combination of social media advertisement, contacting PATs and LDWs directly, as well as class visits when it is has been possible to do so.

In addition, we have provided Class Rep Training for **29** students last week. For Class Reps that were not able to attend this week of training, or students that later in the year take on the responsibility of Class Rep, we will be aiming to provide occasional Class Rep Training sessions throughout the academic year to train these Reps.

We will be having our first Class Rep Meeting of the academic year on the 28<sup>th</sup> October from 12 pm to 1 pm and will continue to run these Class Rep Meetings every month.



# Clubs and Societies

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Due to government guidelines, Clubs and Societies cannot meet face to face in large groups so HISA Moray is promoting and encouraging regular meetings online to encourage new membership and to help plan online activities. We are still putting in a small amount of time to plan for activities to be run on campus, *if and when it is safe to do so* – the Scottish Government guidelines are being monitored on a regular basis with HISA guidance being updated as and when needed.

Hermione Morris, HISA's Depute for Activities and Welfare, has been regularly communicating with all previous clubs and societies to confirm they are still running and to ask how they would like to be supported this year.

We have also had a new HISA Moray Debating Society that featured in our Freshers activities – we are looking forward to seeing the in-depth debates they will be running throughout this academic year.

# Thanks

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HISA Moray would like to thank the Moray College Marketing team for assisting us with the Online Freshers. Sharing our promotional materials and spreading the word of the Online Freshers events helped with informing students of the opportunities of the events.

HISA Moray would also like to thank the LDWs and staff that also informed students of the events directly. Many students that had come along to our events mentioned that they had been informed of the Online Freshers events from staff. Furthermore, the assistance of LDWs, PATs and other staff have been critical to the Class Rep recruitment process and we would like to thank them again for their assistance with this.

*Thank you,*

**Hermione Morris,**

*HISA Moray Depute President Activities and Welfare*

**Kyle Gee**

*HISA Moray Depute President Education*

*Prepared by,*

**Joel Hockney,**

*HISA Moray Student Association Assistant*

**HISA**

[www.hisa.uhi.ac.uk](http://www.hisa.uhi.ac.uk)

# **HISA MORAY FRESHERS 2020**

**A WEEK OF GAMES,  
QUIZZES AND PRIZES!**

**FIND A LINK TO YOUR FREE STUDENT  
TICKET IN YOUR UHI EMAIL!**

**SEPTEMBER 14TH TO  
SEPTEMBER 18TH**

## ***MONDAY 14TH***

**INTRODUCTIONS & FAQ,  
9AM TO 11AM**

**BAKING LIVE-STREAM  
11AM TO 12:30PM**

**ARMY RESERVES VISIT,  
1PM TO 1:30PM**

**INTERACTIVE PARTY GAMES!  
3PM TO 4PM**

## ***TUESDAY 15TH***

**INTRODUCTIONS & FAQ,  
9AM TO 11AM**

**MORAY SPORTS CENTRE,  
2:30PM TO 3PM**

**INTERACTIVE PARTY GAMES!  
4PM TO 5:30PM**

**SPORTS QUIZ  
5:30PM TO 6:15PM**

## ***WEDNESDAY 16TH***

**INTRODUCTIONS & FAQ,  
9AM TO 9:30AM**

**DEBATE CLUB  
10:30AM TO 12:30PM**

**INTERACTIVE PARTY GAMES!  
4PM TO 5PM**